

Message Text

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ACTION IO-14

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FM USMISSION GENEVA

TO SECSTATE WASHDC 8333

UNCLAS GENEVA 5918

FOR AMB BUFFUM FROM AMB DALE

E.O. 11652: N/A

TAGS: OCON

SUBJECT: UNITED STATES DELEGATIONS TO INTERNATIONAL CONFERENCES

REF: STATE 190989

1. AWARE THAT INFLATED DELEGATIONS DO NOT REPRESENT EFFICIENT OR ECONOMIC USE OF RESOURCES AND ANXIOUS TO CONTRIBUTE TO FULFILLMENT OF POLICY OBJECTIVES REFTEL, MISSION PROPOSES THAT A CONTINUING DIALOGUE WITH DEPARTMENT OF GENERAL AND SPECIFIC CONSIDERATIONS RELATING TO SIZE AND COMPOSITION USDELS CAN ADD USEFUL DIMENSION TO SELECTION PROCESS. AS A FIRST STEP, MISSION SUBMITS THE FOLLOWING OBSERVATIONS BASED ON ITS FIELD EXPERIENCE AND INVITES COMMENT.

2. LEAVING ASIDE AS BEYOND OUR COMPETENCE ANY MENTION OF THOSE DELEGATIONS SO OUTRAGEOUSLY LARGE AS TO DEFY JUSTIFICATION BY ANY RATIONAL STANDARD, WE ENVISAGE SEEKING TO IMPROVE OVERALL DELEGATION EFFICIENCY BY MAKING EFFECTIVE USE OF ALL AVAILABLE RESOURCES WITH CAREFUL ATTENTION BEING GIVEN TO BALANCING SIZE WITH COMPOSITION AND ECONOMY.

3. ONE HUMAN RESOURCE THAT MAY MORE EFFECTIVELY BE TAPPED IS MISSION OFFICERS. CUTTING THE NUMBER OF TRAVELING DELEGATES AND USING MISSION-BASED PERSONNEL IS CLEARLY ECONOMICAL. MOREOVER, ONCE THE PATTERN OF MAKING FULLER USE OF THESE OFFICERS IS ESTABLISHED, THEY WILL, BY HAVING BROADENED THEIR EXPERIENCE THROUGH PARTICIPATION, BECOME A SOURCE OF EXPERTISE AVAILABLE

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AT THE CONFERENCE SITE FOR FUTURE MEETINGS. IN ADDITION TO

HAVING THUS ECONOMICALLY CREATED A POOL OF EXPERIENCED ON-SITE NEGOTIATORS, THIS SYSTEM WOULD PROVIDE OFFICERS HERE WITH A MEASURE OF USEFUL CONTINUITY IN DEALING WITH VARIOUS OFTEN INTER-RELATED ISSUES THAT WOULD OTHERWISE BE DENIED THEM. TRAINED IN CONFERENCE PROCEDURES, DISCIPLINED IN REGARDS TO CARRYING OUT INSTRUCTIONS AND PROFICIENT IN REPORTING AND DRAFTING SKILLS THESE OFFICERS SHOULD BE FULLY CAPABLE OF MEETING ALL AGENCY NEEDS IN WASHINGTON.

4. EMPHASIS ON NUMBERS ALONE MAY SOMETIMES BE MISLEADING. FOR EXAMPLE, SOME EXPERTS NEED ONLY ATTEND SELECTED MEETINGS AND THEN BE FREE TO RETURN HOME. ACCREDITATION OF SUCH INDIVIDUALS -- AND IN SOME CONFERENCES THERE ARE A SIZEABLE NUMBER -- CAN RESULT IN A DELEGATION LIST OF IMPRESSIVE LENGTH THAT HAS LITTLE RELATION TO THE NUMBER OF "EFFECTIVES" ON THE SCENE AT ANY GIVEN TIME. CONVERSELY, THE EXPEDIENT OF CUTTING OFFICIAL DELEGATION LISTS WHILE ENCOURAGING PARTICIPATION OF UNACCREDITED PERSONS SERVES A COSMETIC PURPOSE AND EVISCERATES THE POLICY WE ARE TRYING TO CARRY OUT. SINCE, HOWEVER, THERE ARE OCCASIONS WHEN EITHER WASHINGTON OR THE MISSION MAY CONSIDER IT IN THE US INTEREST TO ARRANGE TO INVITE A VISITING NON-DELEGATE TO SIT IN ON BUT NOT PARTICIPATE IN SELECTED MEETINGS, IT WOULD SEEM DESIRABLE TO AVOID ESTABLISHING ANY RULE THAT WOULD APPEAR TO FORBID THIS DESIRABLE EXERCISE OF DISCRETION. UNDOUBTEDLY, OTHER VARIATIONS ON THE NUMBERS GAME EXIST THAT MAY BE LEGITIMATELY APPLIED TO SPECIAL CASES AND MISSION WOULD HOPE THAT IN PROCESS OF PRE-CONFERENCE CONSULTATION WITH THE DEPARTMENT THE RATIONALE FOR EMPLOYING ONE OR ANOTHER TECHNIQUE WOULD BE DISCUSSED AND MUTUALLY UNDERSTOOD.

5. TO THE EXTENT THAT DEPARTMENT CONSIDERS IT HELPFUL IN SELECTING DELEGATION MEMBERS, WE WOULD BE PREPARED AS APPROPRIATE TO APPROACH SECRETARIATS AND OTHER MISSIONS HERE TO SEEK SUCH DETAILED AND PERHAPS OTHERWISE UNAVAILABLE INFORMATION AS SIZES OF OTHER DELEGATIONS, CONFERENCE OBJECTIVES AND ANTICIPATED TROUBLE AREAS.

6. I SHOULD LIKE TO CONCLUDE BY STRESSING THAT WE ALL WELCOME THE SECRETARY'S INITIATIVE IN THIS MATTER AND THAT BY THIS AND UNCLASSIFIED

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SUBSEQUENT EXCHANGES, GENEVA MAY HAVE CONSTRUCTIVELY CONTRIBUTED TO YOUR EFFORTS TO ACHIEVE THE GOALS HE HAS OUTLINED IN THIS MEMORANDUM. DALE

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